

# Finance

## MISSION STATEMENT

The mission of the Department of Finance is to prudently manage financial operations, recommend and implement sound fiscal policies, safeguard public assets, and encourage a safe environment on public property.

## BUDGET OVERVIEW

The total recommended FY08 Operating Budget for the Department of Finance is \$53,460,150, an increase of \$3,461,340 or 6.9 percent from the FY07 Approved Budget of \$49,998,810. Personnel Costs comprise 23.3 percent of the budget for 125 full-time positions and two part-time positions for 120.9 workyears. Operating Expenses account for the remaining 76.7 percent of the FY08 budget.

Not included in the above recommendation for the General Fund is a total of \$1,784,650 and 15.8 workyears that are charged to: Capital Improvements Program - CIP (\$1,015,040, 8.8 WYs); Community Use of Public Facilities (\$3,940, 0.1 WY); Self Insurance Internal Service Fund (\$44,920, 0.4 WY); BIT 457 Deferred Comp. Plan (\$20,740, 0.1 WY); Human Resources, Employee Health Benefit Self Insurance Fund (\$127,510, 1.0 WY); Human Resources, Employee Retirement System (\$48,840, 0.4 WY); Human Resources, Retirement Savings Plan (\$22,070, 0.2 WY); Bethesda Parking District (\$70,650, 0.9 WY); Montgomery Hills Parking District (\$5,650, 0.1 WY); Silver Spring Parking District (\$42,110, 0.5 WY); Wheaton Parking District (\$13,310, 0.2 WY); Public Works and Transportation, Printing and Mail Internal Service Fund (\$4,600, 0.1 WY); Solid Waste Collection (\$30,890, 0.4 WY); Solid Waste Disposal (\$308,070, 2.3 WYs); and Vacuum Leaf Collection (\$26,310, 0.3 WY). The funding and workyears for these items are included in the receiving departments' budgets.

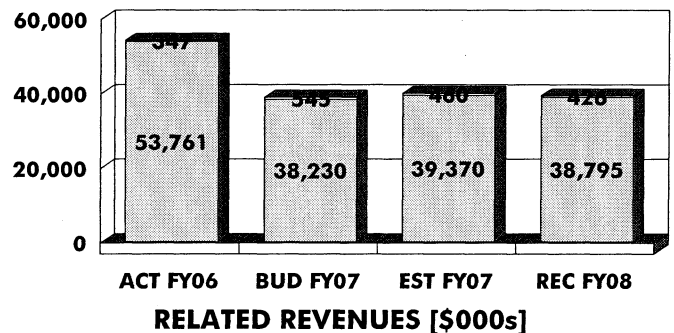
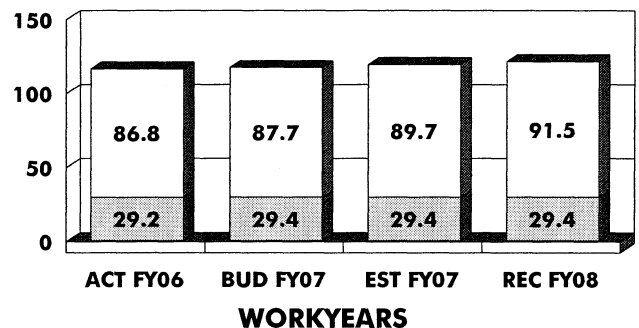
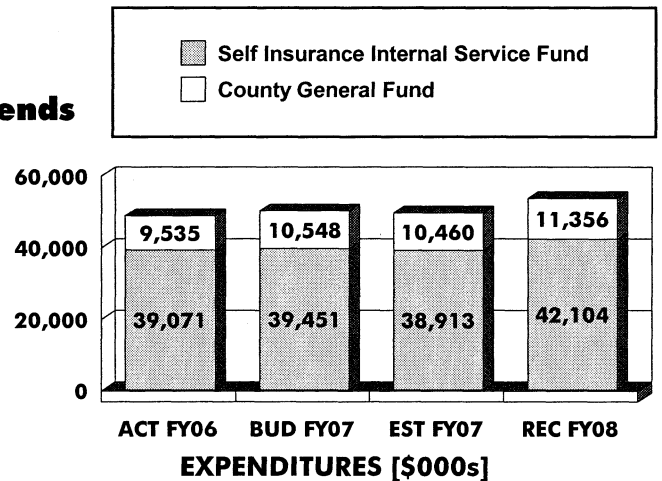
The Finance Operating Budget is composed of a General Fund component (the Director's Office and the Divisions of Treasury and Controller) and the Risk Management Division, which is funded by the Liability and Property Coverage Self-Insurance Fund. The total FY08 Operating Budget for the General Fund component is \$11,356,170 an increase of \$808,560 or a 7.7 percent from the FY07 approved budget of \$10,547,610. Personnel Costs comprise 81.8 percent of the General Fund budget for 113 full-time and 2 part-time positions for 91.5 workyears. Operating Expenses account for the remaining 18.2 percent of the budget.

The total FY08 Operating Budget for the Self-Insurance Fund component of Finance (Risk Management) is \$42,103,980, an increase of \$2,652,780 or 6.7 percent from the FY07 approved budget of \$39,451,200. Personnel Costs comprise 7.6 percent of the Self-Insurance Fund budget for 12 full-time positions for 29.4 workyears. Operating Expenses account for the remaining 92.4 percent of the budget. Included in the total workyears are 17.0 workyears charged to the Self-Insurance Fund by the

## Program Summary

	Expenditures	WYs
Debt and Cash Management	530,640	3.8
Internal Audit	853,030	4.8
Information Technology	2,178,790	8.5
Accounts Payable	504,110	6.7
General Accounting	1,860,270	18.2
Payroll	580,370	6.6
Property Taxes	988,160	13.3
Transfer and Recordation Tax/Public Advocate	1,273,400	13.6
Treasury Operations	308,890	5.0
Insurance	39,078,670	4.0
Occupational Safety and Health	637,620	5.0
Legal Services	1,912,330	17.0
Operations and Administration	2,753,870	14.4
<b>Totals</b>	<b>53,460,150</b>	<b>120.9</b>

## Trends



Office of the County Attorney and 0.4 workyear charged by the General Fund component of Finance (Controller Division) for services provided in support of Risk Management.

## HIGHLIGHTS

- ❖ **Launch major new information technology system for Enterprise Resource Planning (ERP).**
- ❖ **Expand the implementation of an electronic time recording system with the MTime (electronic timesheets) project.**
- ❖ **Comply with Governmental Accounting Standards Board (GASB) Statement 45 by reporting expenses related to Other Post Employment Benefits (OPEB) on the County's financial statements, and establish a trust fund for prefunding of the annual required contribution, resulting in lower costs and liabilities.**
- ❖ **Productivity Enhancements:**
  - Implemented Phase 1 of the Electronic Timesheet Reporting and Management Project- MTime. The system was configured and tested for all phases.
  - Cross trained employees in the Divisions of the Controller and Treasury to make staff members proficient in job responsibilities required in other sections of the Division.

## PROGRAM CONTACTS

Contact Nancy Moseley of the Department of Finance at 240.777.8886 or Alexandra Shabelski of the Office of Management and Budget at 240.777.2785 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Debt and Cash Management

This program provides effective debt and cash management with the goal of maintaining the County's AAA General Obligation Bond debt rating, and the active investment of the County's working capital to minimize risk while generating the maximum investment income. Program objectives include managing the timely and economic issuance of short- and long-term financial obligations; developing and maintaining strong rating agency and investor relations; preparing accurate and timely financing documents, including the County's Annual Information Statement; ensuring strict compliance with disclosure requirements; coordinating bond counsel review; providing high-quality consulting services for County agencies, managers, staff, elected officials, the press, and citizens on issues related to debt and cash management, and management of the County's relationship with the banking community.

#### FY08 Recommended Changes

	Expenditures	WYs
<b>FY07 Approved</b>	<b>493,560</b>	<b>3.8</b>
<b>FY08 CE Recommended</b>	<b>530,640</b>	<b>3.8</b>

## Internal Audit

This program provides accurate, independent, and useful information through audit services to assist Executive Branch managers in the effective discharge of their responsibilities. Internal Audit is mandated by County Charter, Article 2, Executive Branch Section 218. The program provides identification of areas of risk in accountability systems; conducts fiscal, contract, performance, and information systems audits for financial compliance, economy, efficiency, and effectiveness; oversees investigative audits and audits required by law; provides advice to departments on internal control issues; and communicates the actions necessary for enhancing accountability.

#### FY08 Recommended Changes

	Expenditures	WYs
<b>FY07 Approved</b>	<b>830,520</b>	<b>4.6</b>
<b>FY08 CE Recommended</b>	<b>853,030</b>	<b>4.8</b>

## Information Technology

This program provides overall direction for the development of automated systems and technology to support effective and efficient achievement of the Department's mission. Activities are proactively coordinated with the Department of Technology Services, other County departments, and department staff to ensure consistency of department systems with countywide automation policies and standards. The program oversees development, selection, procurement, implementation, and maintenance of the Finance Department's automated systems and components. This program is also responsible for managing data integrity, security, and controls within the County's financial and procurement systems, including timely and comprehensive completion of financial systems upgrades, effective education of County financial systems users, timely response to customer questions, proactive trouble shooting and system maintenance, and the timely and accurate provision of internal financial reports.

#### FY08 Recommended Changes

	Expenditures	WYs
<b>FY07 Approved</b>	<b>1,715,740</b>	<b>6.5</b>
<b>FY08 CE Recommended</b>	<b>2,178,790</b>	<b>8.5</b>

## Accounts Payable

This program is responsible for timely and accurate payments to vendors for goods and services provided to the County; for complying with County policies and procedures; and carrying out State and Federal reporting requirements. Payments to vendors are initiated and approved by individual departments. The Accounts Payable program is responsible for review and final approval of payments of \$5,000 or more, as well as most refunds and other non-expenditure disbursements. Payments under \$5,000 are individually reviewed and approved by operating departments and potentially subject to post-payment audit by Accounts Payable. The Accounts Payable program is also responsible for administration of the County's Purchasing Card Program which incorporates both purchasing and travel related expenditures.

**FY08 Recommended Changes**

	Expenditures	WYs
<b>FY07 Approved</b>	<b>477,420</b>	<b>6.7</b>
<b>FY08 CE Recommended</b>	<b>504,110</b>	<b>6.7</b>

**General Accounting**

This program is responsible for the analysis, interpretation, and presentation of the County's financial position and results of operations through timely, accurate, and professional financial reports. These reports provide public assurance as to the accountability and integrity of the use of County resources; adherence to budgetary policies established by management; and compliance with Federal, State, and County mandates. The program prepares the Comprehensive Annual Financial Report, Debt Service Booklet, Single Audit Report of Federal Grant Programs, and State Uniform Financial Report, as well as numerous other standardized and specialized reports. This program also provides high quality, timely service to County departments through technical assistance and through preparation, review, and approval of County financial transactions.

**FY08 Recommended Changes**

	Expenditures	WYs
<b>FY07 Approved</b>	<b>1,837,630</b>	<b>18.1</b>
<b>FY08 CE Recommended</b>	<b>1,860,270</b>	<b>18.2</b>

**Payroll**

This program is responsible for managing and maintaining the County's payroll system and functions as prescribed by Federal, State, and County laws, and local regulations. The program provides timely and accurate payroll disbursements to County employees, accounts for payroll deductions, issues W-2 statements to account for pre-tax and post-tax benefits, maintains official payroll and leave records, and responds to internal and external inquiries. The program proactively operates in conjunction with other County departments to maintain the Human Resources Management System and to develop efficient and effective improvements to this system.

**FY08 Recommended Changes**

	Expenditures	WYs
<b>FY07 Approved</b>	<b>542,760</b>	<b>6.6</b>
<b>FY08 CE Recommended</b>	<b>580,370</b>	<b>6.6</b>

**Property Taxes**

This program is responsible for collection of property taxes, which are the County's largest revenue source. The program provides accurate calculation and timely distribution of tax bills, accounting and distribution of tax collections to municipalities, and timely collection of delinquent accounts through the tax lien sale process. This program manages numerous tax credit, deferral, and assistance programs. The public tax information portion of the property tax program provides accurate and timely tax and account information to attorneys, title companies, and the public for preparation of property settlements and other uses.

**Finance****FY08 Recommended Changes**

	Expenditures	WYs
<b>FY07 Approved</b>	<b>973,020</b>	<b>13.3</b>
<b>FY08 CE Recommended</b>	<b>988,160</b>	<b>13.3</b>

**Transfer and Recordation Tax/Public Advocate**

The primary responsibility of this program is the timely and accurate processing and collection of the transfer and recordation taxes associated with Real Property transfers and Recordation of Instruments of Writing. The Public Advocate for Assessments and Taxation provides an independent review of State-determined property tax assessment valuations for fairness and accuracy.

**FY08 Recommended Changes**

	Expenditures	WYs
<b>FY07 Approved</b>	<b>1,189,520</b>	<b>13.6</b>
<b>FY08 CE Recommended</b>	<b>1,273,400</b>	<b>13.6</b>

**Treasury Operations**

This program is responsible for providing coordination and oversight of treasury operations, and customer services through the cashiering function. It is also responsible for accurate revenue and economic forecasting, and publishing reports on economic and revenue analyses on a monthly and quarterly basis for dissemination to the County Council and public. The program is also responsible for the accurate recordation and processing of all excise taxes. In addition, Treasury Operations administers the County's Working Families Income Supplement program.

**FY08 Recommended Changes**

	Expenditures	WYs
<b>FY07 Approved</b>	<b>245,800</b>	<b>4.0</b>
<b>FY08 CE Recommended</b>	<b>308,890</b>	<b>5.0</b>

**Insurance**

County Code 20-37 established the Montgomery County Self-Insurance Program. The program provides comprehensive property and casualty insurance for the County and participating agencies. The program is funded through contributions from the agencies, which are based upon an annual actuarial analysis of outstanding and projected future claims filed against the participants. The program provides accurate and timely insurance and risk management advice to participating agencies and reduces County and participating agency exposure to risk by: comparing the cost of commercially available coverage to evaluate the best method of funding exposure to loss; transferring contractual risk under indemnification/hold harmless agreements; avoiding risk; operating proactive safety programs; and purchasing commercial insurance policies.

**FY08 Recommended Changes**

	Expenditures	WYs
<b>FY07 Approved</b>	<b>36,532,190</b>	<b>4.0</b>
<b>FY08 CE Recommended</b>	<b>39,078,670</b>	<b>4.0</b>

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## **Occupational Safety and Health**

This program coordinates reporting to Federal and State regulatory agencies on health and safety issues. The State-required injury reports and the mandated safety training and record keeping are completed on schedule. The program responds promptly to inspections and queries from the Maryland Occupational Safety and Health Administration. Accident prevention programs are conducted, and training is provided continuously in loss prevention and loss control to promote a safe and healthy work environment for County employees.

### **FY08 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY07 Approved</b>	<b>599,340</b>	<b>5.0</b>
<b>FY08 CE Recommended</b>	<b>637,620</b>	<b>5.0</b>

## **Legal Services**

This program funds activities of the Office of the County Attorney, which provides legal services including investigation, negotiation, and litigation on behalf of the County and agencies that participate in the Self-Insurance Program.

### **FY08 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY07 Approved</b>	<b>1,865,710</b>	<b>17.0</b>
<b>FY08 CE Recommended</b>	<b>1,912,330</b>	<b>17.0</b>

## **Operations and Administration**

This program includes operational support for the department as well as the administrative portions of the Director's Office, the Division of the Controller, the Treasury Division, and the Division of Risk Management. The program provides support for efficient, effective, and timely accomplishment of the Department's mission, including budget development and oversight, personnel administration, strategic planning, and contract administration. The program also provides effective management of the financial aspects of economic development initiatives; proactive development of intergovernmental policy alternatives and impacts; and high quality consulting services for County agencies, managers, staff, elected officials, the press, and citizens.

### **FY08 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY07 Approved</b>	<b>2,695,600</b>	<b>13.9</b>
<b>FY08 CE Recommended</b>	<b>2,753,870</b>	<b>14.4</b>

## BUDGET SUMMARY

	Actual FY06	Budget FY07	Estimated FY07	Recommended FY08	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	5,862,434	6,315,660	6,356,870	6,895,040	9.2%
Employee Benefits	1,962,901	2,265,170	2,175,910	2,399,740	5.9%
<b>County General Fund Personnel Costs</b>	<b>7,825,335</b>	<b>8,580,830</b>	<b>8,532,780</b>	<b>9,294,780</b>	<b>8.3%</b>
Operating Expenses	1,710,057	1,966,780	1,926,780	2,061,390	4.8%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>9,535,392</b>	<b>10,547,610</b>	<b>10,459,560</b>	<b>11,356,170</b>	<b>7.7%</b>
<b>PERSONNEL</b>					
Full-Time	96	101	103	113	11.9%
Part-Time	2	2	2	2	—
Workyears	86.8	87.7	89.7	91.5	4.3%
<b>REVENUES</b>					
Miscellaneous	2,476	0	0	0	—
Development District Fees	39,496	40,770	40,800	42,140	3.4%
Procurement Card Rebate	14,678	16,720	37,000	23,910	43.0%
WSSC Reimb.: Benefit Charge on Tax Bill	65,000	97,730	97,730	97,860	0.1%
Municipalities Reimb.: Property Tax Services	50,502	50,580	50,580	51,660	2.1%
State Reimb.: Bay Restoration Fund	0	105,000	41,380	23,250	-77.9%
Dishonored Check Fee	36,356	35,000	35,000	35,000	—
Tax Certification Fee	4,377	6,000	2,500	2,500	-58.3%
Tax Sale Fee	22,500	31,250	30,000	30,000	-4.0%
Child Support Payment Fees	19,180	18,700	19,110	19,110	2.2%
Conduit Bond Fees	92,011	142,820	105,680	100,130	-29.9%
<b>County General Fund Revenues</b>	<b>346,576</b>	<b>544,570</b>	<b>459,780</b>	<b>425,560</b>	<b>-21.9%</b>
<b>SELF INSURANCE INTERNAL SERVICE FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	2,054,537	2,347,580	2,347,580	2,465,130	5.0%
Employee Benefits	621,481	731,990	731,990	716,730	-2.1%
<b>Self Insurance Internal Service Fund Personnel Costs</b>	<b>2,676,018</b>	<b>3,079,570</b>	<b>3,079,570</b>	<b>3,181,860</b>	<b>3.3%</b>
Operating Expenses	36,394,828	36,371,630	35,833,630	38,922,120	7.0%
Capital Outlay	0	0	0	0	—
<b>Self Insurance Internal Service Fund Expenditures</b>	<b>39,070,846</b>	<b>39,451,200</b>	<b>38,913,200</b>	<b>42,103,980</b>	<b>6.7%</b>
<b>PERSONNEL</b>					
Full-Time	12	12	12	12	—
Part-Time	0	0	0	0	—
Workyears	29.2	29.4	29.4	29.4	—
<b>REVENUES</b>					
Montgomery County (Special, Entpr. & Int. Serv.)	5,647,330	4,111,690	4,111,690	3,766,470	-8.4%
Montgomery County General Fund NDA	13,946,960	8,938,480	8,938,480	8,836,850	-1.1%
Fire and Rescue Services	10,271,523	7,437,520	7,437,520	7,013,960	-5.7%
Board of Education	13,783,860	8,415,330	8,415,330	8,275,520	-1.7%
Montgomery College	468,110	354,380	354,380	331,890	-6.3%
M-NCPPC	852,340	872,280	872,280	943,200	8.1%
Housing Opportunities Commission	771,480	558,910	558,910	491,430	-12.1%
Revenue Authority	185,940	112,660	112,660	111,290	-1.2%
City of Gaithersburg	263,920	158,590	158,590	142,800	-10.0%
City of Rockville	1,391,270	990,940	990,940	999,600	0.9%
Takoma Park	428,960	258,160	258,160	231,430	-10.4%
Housing Authority-City of Rockville	30,750	27,340	27,340	22,650	-17.2%
Other Municipal Income	56,640	44,190	44,190	23,670	-46.4%
Other - Recovered Losses	879,494	750,000	750,000	1,100,000	46.7%
Investment Income - Pooled and Non-Pooled	4,781,986	5,200,000	6,340,000	6,490,000	24.8%
Bethesda Urban Partnership	0	0	0	14,280	—
<b>Self Insurance Internal Service Fund Revenues</b>	<b>53,760,563</b>	<b>38,230,470</b>	<b>39,370,470</b>	<b>38,795,040</b>	<b>1.5%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>48,606,238</b>	<b>49,998,810</b>	<b>49,372,760</b>	<b>53,460,150</b>	<b>6.9%</b>
<b>Total Full-Time Positions</b>	<b>108</b>	<b>113</b>	<b>115</b>	<b>125</b>	<b>10.6%</b>
<b>Total Part-Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>—</b>

	Actual FY06	Budget FY07	Estimated FY07	Recommended FY08	% Chg Bud/Rec
<b>Total Workyears</b>	<b>116.0</b>	<b>117.1</b>	<b>119.1</b>	<b>120.9</b>	<b>3.2%</b>
<b>Total Revenues</b>	<b>54,107,139</b>	<b>38,775,040</b>	<b>39,830,250</b>	<b>39,220,600</b>	<b>1.1%</b>

## FY08 RECOMMENDED CHANGES

	Expenditures	WYs
<b>COUNTY GENERAL FUND</b>		
<b>FY07 ORIGINAL APPROPRIATION</b>	<b>10,547,610</b>	<b>87.7</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: General Wage and Service Increment Adjustments	398,660	0.0
Shift: Merkle - Migrate Timesheet Data Entry from Department of Technology Services [Information Technology]	210,000	0.0
Increase Cost: Annualization of Electronic Timesheet Reporting Project: MCtime [Information Technology]	156,160	2.0
Increase Cost: Annualization of FY07 Personnel Costs	77,090	0.2
Increase Cost: Administrative Support [Operations and Administration]	48,920	0.5
Increase Cost: Speed Camera Initiative [Treasury Operations]	48,070	1.0
Increase Cost: Retirement Rate Adjustment	34,820	0.0
Increase Cost: Central Duplicating and Postage [Operations and Administration]	27,120	0.0
Increase Cost: Labor Contract - Charges from County Attorney: Property Tax [Transfer and Recordation Tax/Public Advocate]	12,780	0.0
Increase Cost: IT Maintenance and Licenses [Information Technology]	10,010	0.0
Increase Cost: Charges from County Attorney: Income Tax [General Accounting]	6,000	0.1
Decrease Cost: Chargebacks to Parking Districts and Solid Waste Services for billing services [Property Taxes]	4,480	0.0
Increase Cost: Labor Contracts - Other	4,380	0.0
Increase Cost: Travel [Operations and Administration]	3,000	0.0
Increase Cost: Internal Audit (CPI) Contract Increase [Internal Audit]	2,910	0.0
Decrease Cost: Printing and Mail Adjustments [Operations and Administration]	-16,750	0.0
Decrease Cost: Group Insurance Rate Adjustment	-46,470	0.0
Decrease Cost: Outsource Vendor Checks [Operations and Administration]	-60,530	0.0
Decrease Cost: Elimination of One-Time Items Approved in FY07 [Operations and Administration]	-112,090	0.0
<b>FY08 RECOMMENDED:</b>	<b>11,356,170</b>	<b>91.5</b>
<b>SELF INSURANCE INTERNAL SERVICE FUND</b>		
<b>FY07 ORIGINAL APPROPRIATION</b>	<b>39,451,200</b>	<b>29.4</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Claims Payments [Insurance]	2,707,000	0.0
Increase Cost: Commercial Insurance Policies [Insurance]	290,720	0.0
Increase Cost: Claims Administration Fee [Insurance]	190,370	0.0
Increase Cost: General Wage and Service Increment Adjustments	170,040	0.0
Increase Cost: Biennial Claims Audit [Insurance]	40,000	0.0
Increase Cost: GASB 45 Retiree Insurance Costs [Operations and Administration]	17,120	0.0
Increase Cost: Retirement Rate Adjustment	12,750	0.0
Increase Cost: Printing and Mail Adjustments	1,380	0.0
Decrease Cost: Motor Pool Rate Adjustment [Occupational Safety and Health]	-1,100	0.0
Decrease Cost: Group Insurance Rate Adjustment	-13,320	0.0
Decrease Cost: Annualization of FY07 Personnel Costs [Legal Services]	-67,180	0.0
Decrease Cost: Adjustment to Reserves (IBNR) [Insurance]	-695,000	0.0
<b>FY08 RECOMMENDED:</b>	<b>42,103,980</b>	<b>29.4</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.	(\$000's)				
	FY08	FY09	FY10	FY11	FY12	FY13
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY08 Recommended</b>	<b>11,356</b>	<b>11,356</b>	<b>11,356</b>	<b>11,356</b>	<b>11,356</b>	<b>11,356</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY08</b>	<b>0</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>	<b>44</b>
New positions in the FY08 budget are generally lapsed due to the time it takes a position to be created and filled. Therefore, the amounts above reflect annualization of these positions in the outyears.						
<b>Elimination of One-Time Items Recommended in FY08</b>	<b>0</b>	<b>-8</b>	<b>-8</b>	<b>-8</b>	<b>-8</b>	<b>-8</b>
Items approved for one-time funding in FY08, including start up costs for a new position for the speed camera initiative, will be eliminated from the base in the outyears.						
<b>Labor Contracts</b>	<b>0</b>	<b>469</b>	<b>938</b>	<b>966</b>	<b>966</b>	<b>966</b>
These figures represent the annualization of service increments, general wage adjustments, and associated benefits. Estimated compensation (e.g., general wage adjustments and service increments) for personnel are included for FY09 and beyond.						
<b>Labor Contracts - Other</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
These figures represent other negotiated items included in the labor agreements.						
<b>Cashiering Module</b>	<b>0</b>	<b>-5</b>	<b>-68</b>	<b>-68</b>	<b>-68</b>	<b>-68</b>
<b>Electronic Timesheet</b>	<b>0</b>	<b>-197</b>	<b>-489</b>	<b>-656</b>	<b>-743</b>	<b>-755</b>
<b>Government Compliance Initiative</b>	<b>0</b>	<b>228</b>	<b>259</b>	<b>264</b>	<b>269</b>	<b>275</b>
<b>Subtotal Expenditures</b>	<b>11,356</b>	<b>11,892</b>	<b>12,037</b>	<b>11,903</b>	<b>11,821</b>	<b>11,815</b>
<b>SELF INSURANCE INTERNAL SERVICE FUND</b>						
<b>Expenditures</b>						
<b>FY08 Recommended</b>	<b>42,104</b>	<b>42,104</b>	<b>42,104</b>	<b>42,104</b>	<b>42,104</b>	<b>42,104</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>144</b>	<b>288</b>	<b>301</b>	<b>301</b>	<b>301</b>
These figures represent the annualization of service increments, general wage adjustments, and associated benefits. Estimated compensation (e.g., general wage adjustments and service increments) for personnel are included for FY09 and beyond.						
<b>Labor Contracts</b>	<b>0</b>	<b>60</b>	<b>119</b>	<b>123</b>	<b>123</b>	<b>123</b>
These figures represent the annualization of service increments, general wage adjustments, and associated benefits. Estimated compensation (e.g., general wage adjustments and service increments) for personnel are included for FY09 and beyond.						
<b>Claims Expense</b>	<b>0</b>	<b>3,168</b>	<b>6,836</b>	<b>10,917</b>	<b>15,459</b>	<b>20,001</b>
These figures represent claim projections stated by the Actuary.						
<b>Group Insurance Premium Holiday Adjustment</b>	<b>0</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>
This is the estimated cost to restore funding for two pay periods of group insurance premium contributions.						
<b>Other Post Employment Benefits (OPEB)</b>	<b>0</b>	<b>17</b>	<b>39</b>	<b>62</b>	<b>84</b>	<b>89</b>
These figures represent the estimated cost of the five-year plan to fully fund the annual required contribution related to post-employment benefits other than pensions for the County's workforce.						
<b>Subtotal Expenditures</b>	<b>42,104</b>	<b>45,511</b>	<b>49,405</b>	<b>53,525</b>	<b>58,090</b>	<b>62,637</b>

**DEPARTMENT OF FINANCE**  
**Departmental Program Structure and Outcome Measures**

**Mission**

To prudently manage financial operations, recommend and implement sound fiscal policies, safeguard public assets, and encourage a safe environment on public property.

**Guiding Principles**

The Department accomplishes its mission and achieves its vision by adopting the County's Vision Statement and Guiding Principles as its own and by:

- Adhering to the highest professional standards
- Being timely
- Being proactive
- Promoting employee growth and development
- Providing thorough, accurate, objective analysis
- Practicing organizational loyalty

**DIRECTOR'S OFFICE**

Debt and Cash Management  
Internal Audit  
Information Technology  
Operations and Administrative Support

**Controller  
Division**

Accounts Payable  
General Accounting  
Payroll

**Treasury  
Division**

Property Taxes  
Transfer and Recordation Tax/  
Public Advocate  
Treasury Operations

**Risk Management  
Division**

Insurance  
Legal Services  
Occupational Safety and Health

**DEPARTMENTAL OUTCOMES**

	FY04 ACTUAL	FY05 ACTUAL	FY06 ACTUAL	FY07 BUDGET	FY08 CE REC
Bond rating by three rating agencies	AAA	AAA	AAA	AAA	AAA
Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	NA	NA	NA



## FINANCE

<b>PROGRAM:</b> Occupational Safety and Health		<b>PROGRAM ELEMENT:</b>				
<b>PROGRAM MISSION:</b> To provide timely and accurate reports to the State regulatory agency on safety and health issues, and to promote a safe and healthy work environment for County employees, volunteers, and visitors						
<b>COMMUNITY OUTCOMES SUPPORTED:</b> <ul style="list-style-type: none"><li>• Ensure high value for tax dollars</li><li>• Ensure accountability</li><li>• Insist upon customer satisfaction</li></ul>						
<b>PROGRAM MEASURES</b>		<b>FY04 ACTUAL</b>	<b>FY05 ACTUAL</b>	<b>FY06 ACTUAL</b>	<b>FY07 BUDGET</b>	<b>FY08 CE REC</b>
<b><u>Outcomes/Results:</u></b>						
Number of cases resulting in lost time from work		550	498	531	537	537
Worker's Compensation cost per \$100 of payroll (\$)		1.97	2.28	2.76	2.60	2.71
<b><u>Service Quality:</u></b>						
Average overall rating for staff-conducted classes (1-poor, 5-excellent)		4.7	4.7	4.7	4.6	4.6
Average overall rating for consultant-conducted classes (1-poor, 5-excellent)		4.6	4.7	4.7	4.6	4.7
Percentage of State reports delivered on time		100	100	100	100	100
<b><u>Efficiency:</u></b>						
Training classes conducted per Safety and Health Specialist		50.7	50.7	51.0	50.0	50.0
Self-inspection reports reviewed per Safety and Health Specialist		63.3	63.3	63.7	63.3	66.7
<b><u>Workload/Outputs:</u></b>						
Total cost of Worker's Compensation claims paid (\$millions)		9.6	11.4	15.0	15.7	17.0
Training classes conducted		152	152	153	150	150
Self-inspection reports reviewed		190	190	191	190	200
<b><u>Inputs:</u></b>						
Expenditures (\$000)		416	494	461	599	638
Total workyears		5.0	5.0	5.0	5.0	5.0
Workyears for Safety and Health Specialists		3.0	3.0	3.0	3.0	3.0

## FINANCE

PROGRAM:		PROGRAM ELEMENT:				
Property Taxes						
<b>PROGRAM MISSION:</b>						
To provide for the timely, accurate, and complete calculation, processing, and distribution of tax bills; timely collection of delinquent accounts; and prompt, courteous, and accurate information and responses to inquiries by taxpayers, the real estate industry, and business entities						
<b>COMMUNITY OUTCOMES SUPPORTED:</b>						
<ul style="list-style-type: none"><li>• Ensure high value for tax dollars</li><li>• Ensure accountability</li><li>• Insist upon customer satisfaction</li></ul>						
PROGRAM MEASURES		FY04 ACTUAL	FY05 ACTUAL	FY06 ACTUAL	FY07 BUDGET	FY08 CE REC
<b><u>Outcomes/Results:</u></b>						
Percentage of tax liens for delinquent property taxes that were sold at tax sale		0.41	0.28	0.26	0.34	0.34
<b><u>Service Quality:</u></b>						
Average time on hold waiting for an operator when making a telephone inquiry (minutes)		1.0	1.1	1.4	1.1	1.1
<b><u>Efficiency:</u></b>						
Property tax accounts billed per program workyear		24,085	25,865	22,769	22,063	22,313
<b><u>Workload/Outputs:</u></b>						
Property tax accounts billed (000)		342	344	348	353	357
Personal		30	29	29	30	31
Real		312	315	320	323	326
Solid Waste Systems Benefit Charge		312	315	320	323	326
Parking Districts		6	6	6	6	6
Washington Suburban Sanitary Commission		98	98	101	103	104
Municipalities		58	58	59	62	62
Property tax revenues - all funds (\$000)		992,616	1,079,264	1,118,902	1,164,340	1,219,201
Number of tax liens for delinquent property taxes sold at tax sale		1,414	956	900	1,200	1,200
Number of delinquency notices mailed (000)		14	28	32	40	40
Operator-answered telephone inquiries (000)		63	50	50	56	48
<b><u>Inputs:</u></b>						
Personnel expenditures (\$000)		913	974	1,064	1,210	1,223
Workyears		14.2	13.3	15.3	16.0	16.0